

# Public Works and Transportation

## MISSION STATEMENT

The mission of the Department of Public Works and Transportation programs supported by the General Fund is to ensure the safe and convenient movement of persons and vehicles on County roads; to plan and coordinate development and construction of transportation facilities; to operate the traffic system and road network in a safe and efficient manner; and to maintain the County's road system, bridges, storm drains, sidewalks, curbs, gutters, alleys, bikeways, streetlights, traffic signals, and other traffic devices. The Department also provides support services to all departments of the County government to preserve the County's capital investment in buildings and equipment.

## BUDGET OVERVIEW

The total recommended FY03 Operating Budget for the Department of Public Works and Transportation is \$59,769,040, an increase of \$2,690,820 or 4.7 percent from the FY02 Approved Budget of \$57,078,220. Personnel Costs comprise 51.9 percent of the budget for 681 full-time positions and 20 part-time positions for 508.8 workyears. Operating Expenses and Capital Outlay account for the remaining 48.1 percent of the FY03 budget.

Not included in the above recommendation is a total of \$15,047,225 and 192.1 workyears that are charged to: Capital Improvements Program - CIP (\$10,409,545, 140.5 WY); Fleet Management Services, Motor Pool Internal Service Fund (\$150,000, 1.0 WY); Liquor Control (\$272,284, 0.5 WY); Solid Waste Disposal (\$3,877,729, 48.7 WY); Mass Transit (\$271,667, 1.4 WY); Bethesda Urban District (\$30,000); Silver Spring Urban District (\$20,000); and Wheaton Urban District (\$16,000). The funding and workyears for these items are included in the receiving departments' budgets.

The Debt Service for the Bradley Noise Abatement and Cabin John Noise Abatement Funds is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Bradley Noise Abatement Fund and the Cabin John Noise Abatement Fund to the Debt Service Fund of \$36,310 and \$10,770, respectively, is required.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding. Please see Section 5 for information related to the CIP.

## PROGRAM CONTACTS

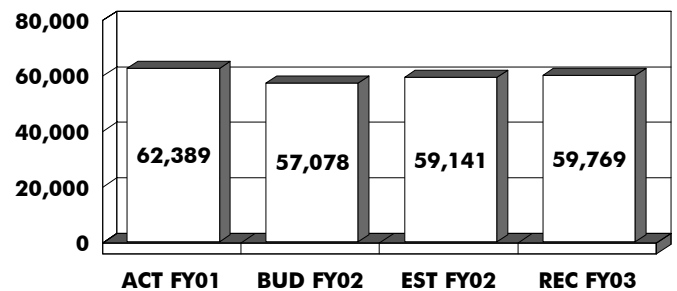
Contact Maria D. Henline of the Department of Public Works and Transportation at 240.777.7166 or Harold B. Adams of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

## Program Summary

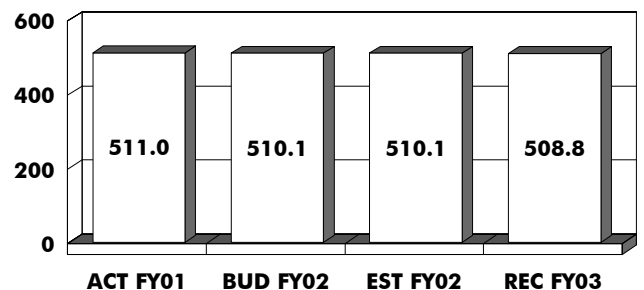
	Expenditures	WYs
Automation	472,650	4.0
Bridge Maintenance	246,530	2.6
Capital Projects Management	39,900	0.0
Facility Engineering	132,450	0.8
Facility Maintenance and Operation	12,066,930	113.5
Facility Services	11,734,180	41.8
Noise Abatement Districts	0	0.0
Parking Outside the Parking Districts	371,730	2.6
Central Duplicating and Mail Services	3,685,260	26.4
Property Acquisition	340,120	3.8
Resurfacing	1,264,460	4.9
Roadway and Related Maintenance	14,610,900	178.0
Snow Removal/Storms	2,546,580	26.9
Streetlighting	312,240	0.6
Traffic Planning	340,970	3.1
Traffic and Pedestrian Safety	370,410	3.4
Traffic Sign & Marking	1,492,210	18.3
Traffic Signals & Advanced Transportation Mgmt. Syst.	2,168,800	16.6
Trail Maintenance	0	0.0
Transportation Community Outreach	88,890	1.0
Transportation Construction	428,170	3.6
Transportation Design	600,680	6.2
Transportation Policy	581,280	5.5
Tree Maintenance	1,963,170	15.5
Administration	3,910,530	29.7

**Totals** 59,769,040 508.8

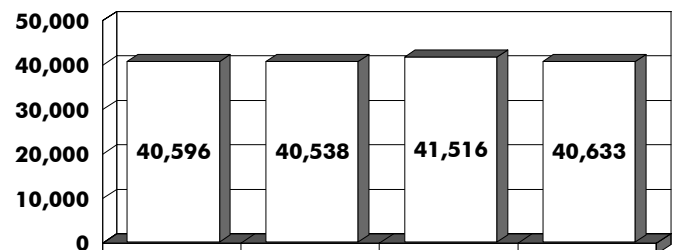
## Trends



EXPENDITURES [\$000s]



WORKYEARS



RELATED REVENUES [\$000s]

## PROGRAM DESCRIPTIONS

### Automation

This program includes the operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment required to efficiently support programs.

#### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>470,820</b>	<b>4.0</b>
Centralize IT staff technical training to the Director's Office.	12,000	0.0
Reduce other supplies/materials within the Director's Office.	-3,900	0.0
Reduce automation funds for outreach and information dissemination within the Div. of Engineering Services.	-5,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-1,270	0.0
<b>FY03 CE Recommended</b>	<b>472,650</b>	<b>4.0</b>

### Bridge Maintenance

This program provides for the basic maintenance of bridges and box culverts along County-maintained roadways, including removal of debris under and around bridges; wall and abutment repainting; trimming trees and mowing banks around bridge approaches; and guardrail repair. Minor asphalt repairs and resurfacing of bridges and bridge approaches are also included.

#### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>237,030</b>	<b>2.7</b>
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	9,500	-0.1
<b>FY03 CE Recommended</b>	<b>246,530</b>	<b>2.6</b>

### Capital Projects Management

Capital Projects Management provides comprehensive architectural, engineering, and construction management services from program planning and development through design and construction completion. Functional elements include strategic planning, facility planning, programming, contract administration, design management, construction management, construction inspections, and project management.

#### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>910,230</b>	<b>13.0</b>
Shift charges of Personnel Costs to CIP to conform to County policy	-447,530	-2.8
Shift Space and Interior Unit from Capital Projects Management to Facility Services	-422,800	-9.5
Miscellaneous adjustments, including negotiated compensation changes, employee		

benefit changes, and changes due to staff turnover	0	-0.7
<b>FY03 CE Recommended</b>	<b>39,900</b>	<b>0.0</b>

### Facility Engineering

The Facility Engineering program develops and oversees the energy program, facility environmental programs, facility safety and access programs; monitors new and renovated building systems to ensure that electrical/mechanical systems function properly; reviews design of major capital projects for adherence to maintenance and reliability standards; performs building systems diagnostics to analyze failures and recommend corrective measures; conducts facility assessments to assess building conditions and evaluate maintenance standards; and investigates indoor air quality complaints in County facilities. This program also oversees the utilities management function, services the majority of the facility utility accounts, and acts as the point of contact for County government with utility companies servicing County buildings. This program also implements strategies to maximize cost savings from electric industry deregulation for the County.

#### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>429,660</b>	<b>3.4</b>
Shift charges of Personnel Costs to CIP to conform to County policy	-131,810	-1.1
Reduce architectural and engineering consultant services	-10,000	0.0
Shift stormwater management functions to Water Quality Protection Fund	-33,880	0.0
Decrease cost due to personnel changes related to filling vacancy at lower cost	-41,280	0.0
Shift engineer to Facilities Maintenance and Operations	-75,110	-1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-5,130	-0.5
<b>FY03 CE Recommended</b>	<b>132,450</b>	<b>0.8</b>

### Facility Maintenance and Operation

Facility Maintenance and Operation provides for the comprehensive planning and delivery of services involved in the maintenance and oversight of building-related operations. Components of this program are deferred maintenance, housekeeping, grounds maintenance, food service, recycling, building structure and envelope maintenance, electrical/mechanical systems operation and maintenance, and customer service. Energy management technicians monitor and maintain heating and cooling systems to ensure the most efficient use of these systems. This program also manages Planned Lifecycle Asset Replacement (PLAR), maintaining a comprehensive lifecycle replacement program to protect the County's investment in facilities and equipment and to sustain efficient and reliable facility operation.

#### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>10,911,440</b>	<b>109.3</b>

Shift charges of Personnel Costs to CIP to conform to County policy	-51,440	-0.8
Add maintenance of new facilities	507,260	2.4
Add HHS group home maintenance and property services in accordance with new lease/license agreements that require the County to perform all preventive, routine, and emergency maintenance and property management	90,000	0.0
Add waterproofing - 401 Hungerford Drive to eliminate the penetration of water and repair damage from ongoing leaking.	190,000	0.0
Annualization of positions approved in FY02	73,120	2.0
Reduce maintenance at recreation & aquatic facilities	-60,990	0.0
Shift engineer from Facilities Engineering Program	75,113	1.0
Reduce services and repairs at County facilities	-168,000	-1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	500,427	0.6
<b>FY03 CE Recommended</b>	<b>12,066,930</b>	<b>113.5</b>

## Facility Services

Facility Services provides for security, parking enforcement, and leasing management. The security function provides for security guards and electronic security services at County-owned and operated facilities. The parking enforcement function provides permits, maintenance, and meter collection services to parking areas located at County-owned or operated facilities. The leasing function recommends, plans, coordinates, implements, and administers the leasing of County real property, both revenue and expense leases. The leasing function also includes site selection for Capital Improvements Program (CIP) projects and the reuse of closed school facilities.

The Space and Interiors Unit provides for the efficient and aesthetic utilization of space and the relocation of programs in County-owned and leased facilities. Functional elements include management of the County's space-related database, space planning, management of alterations and renovations, and the coordination of program relocations and associated furniture and related asset movements.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>10,152,060</b>	<b>26.5</b>
Shift charges of Personnel Costs to CIP to conform to County policy	-73,920	-1.0
Enhance security by adding a Security Manager	65,000	0.8
Add new leases	1,009,440	0.0
Annualize Security Officers added in FY02	300,366	6.0
Shift Space and Interior Unit from Capital Projects Management to Facility Services	422,800	9.5
Decrease lease costs through renegotiation	-350,000	0.0
Eliminate cost of terminated leases	-169,000	0.0
Eliminate modifications to leased properties	-42,000	0.0
Eliminate moving services contract	-49,500	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff		

turnover	468,934	0.0
<b>FY03 CE Recommended</b>	<b>11,734,180</b>	<b>41.8</b>

## Noise Abatement Districts

The Bradley and Cabin John Noise Abatement Special Taxation Districts were created in 1991 to levy a tax to defray certain State-ineligible costs associated with the construction of noise barriers along the Capital Beltway that will benefit the properties in the districts. Proceeds of the tax are used to reimburse the County for debt service related to the general obligation bond proceeds which were initially used to finance the construction.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>0</b>	<b>0.0</b>
<b>FY03 CE Recommended</b>	<b>0</b>	<b>0.0</b>

The debt service for the Bradley and Cabin John Noise Abatement Funds is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay the debt service, a transfer of funds from the Bradley and Cabin John Noise Abatement Funds to the Debt Service Fund of \$47,080 is required in FY03.

Effective in FY01, real property assessment changed from 40 to 100 percent of full cash value. To accommodate the property base increase by a factor of 2.5, the tax rate is divided by 2.5. As a result of this legal change, the Bradley Noise Abatement District rate was restated from \$0.45 to \$0.16 per \$100 of assessed value, and the rate in the Cabin John Noise Abatement District was restated from \$0.40 to \$0.18 per \$100 of assessed value for FY01. For FY03, the County Executive recommends retaining the restated tax rate of \$0.16 per \$100 of assessed value for the Bradley Noise Abatement District and \$0.18 per \$100 of assessed value for the Cabin John Noise Abatement District.

## Parking Outside the Parking Districts

This program administers, operates, and maintains the parking program outside the Parking Districts. Included in this program are residential permit parking, the Bethesda Library lot, and Wisconsin Avenue peak hour enforcement. The residential permit parking program is responsible for the issuance of parking permits and parking enforcement in these areas. Participation in the program is requested through a petition of the majority of the citizens who live in that area. This prevents commuters from parking in residential areas. The Bethesda Library lot is provided with meter maintenance, meter collection, and enforcement services. Peak hour enforcement in the Bethesda Central Business District assures the availability of travel lanes during peak traffic periods.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>361,340</b>	<b>2.4</b>
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	10,390	0.2

<b>FY03 CE Recommended</b>	<b>371,730</b>	<b>2.6</b>
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## Central Duplicating and Mail Services

This program provides timely and efficient high-speed photocopying service to all County agencies, desktop and electronic publishing, high-speed color copying, bindery, and archiving of County records. This program also serves as point of contact for County printing material produced and completed by Montgomery County Public Schools (MCPS). A print shop consolidation took effect in FY00 in which all County printing is provided by MCPS. This program also provides for the daily receipt, sorting, and distribution of mail deliveries from the United States Postal Service and inter-office mail to County agencies.

### FY03 Recommended Changes

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>3,563,380</b>	<b>26.4</b>
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	121,880	0.0
<b>FY03 CE Recommended</b>	<b>3,685,260</b>	<b>26.4</b>

## Property Acquisition

This program is responsible for acquiring land for transportation capital projects. This program also includes land acquisition for other departments on an as-needed basis. This program includes administering the abandonment of rights-of-way which have been or currently are in public use. Another component of this program is the acquisition of properties and buildings for public use and the disposition of public properties to public or quasi public agencies and to members of the public at large.

### FY03 Recommended Changes

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>323,970</b>	<b>3.6</b>
Correction of workyear computation and distribution to CIP	0	0.3
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	16,150	-0.1
<b>FY03 CE Recommended</b>	<b>340,120</b>	<b>3.8</b>

## Resurfacing

This program provides for the surface treatment of the County's residential and rural roadway infrastructure.

### FY03 Recommended Changes

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>1,266,670</b>	<b>0.0</b>
Shift patching and related resurfacing tasks from Roadway and Related Maintenance to Resurfacing	417,200	4.8
Reduce resurfacing (Slurry Seal) by 33 percent. Remaining resurfacing funds will allow for micro seal of the heavier traveled subdivision		

roadways only.	-456,650	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	37,240	0.1
<b>FY03 CE Recommended</b>	<b>1,264,460</b>	<b>4.9</b>

## Roadway and Related Maintenance

Roadway maintenance includes asphalt road patching (temporary and permanent roadway repairs, skin patching, and crack sealing); shoulder maintenance; and storm drain maintenance, including erosion repairs, roadway ditch and channel repairs, cleaning enclosed storm drains, and repair and/or replacement of drainage pipes. Related activities include: mowing; roadside clearing and grubbing; guardrail repair and replacement; streetcleaning; regrading and reshaping dirt roads; and temporary maintenance of curbs, gutters, and sidewalks.

### FY03 Recommended Changes

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>14,044,350</b>	<b>190.2</b>
Shift patching and related resurfacing tasks from Roadway and Related Maintenance to Resurfacing	-417,200	-4.8
Reduce administrative support	-57,020	-1.6
Eliminate mini-streetscape program	-56,500	0.0
Reduce supervision	-38,630	-0.7
Increase cost - Motor Pool rates	228,450	0.0
Reduce cost by increasing lapse	-281,370	-4.6
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	1,188,820	-0.5
<b>FY03 CE Recommended</b>	<b>14,610,900</b>	<b>178.0</b>

## Snow Removal/Storms

This program includes the removal of snow from County roadways by plowing and applying salt and sand to combat snow and ice; equipment preparation and cleanup from snow storms; and wind and rain storm cleanup. Efforts to improve the County's snow removal operation have included snow summit conferences; equipping other County vehicles, such as liquor delivery trucks, with plows; and training additional drivers/helpers.

### FY03 Recommended Changes

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>2,416,860</b>	<b>27.8</b>
Reduce supervision	-5,730	-0.1
Reduce administrative support	-6,180	-0.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	141,630	-0.6
<b>FY03 CE Recommended</b>	<b>2,546,580</b>	<b>26.9</b>

## Streetlighting

This program includes investigation of citizen requests for new or upgraded streetlights; design or review of plans for streetlight installations on existing roads, bikeways and pedestrian facilities, and projects that are included in the CIP; coordination and inspection of streetlight installations and maintenance by utility companies; maintenance of all County-owned streetlights by contract; and inspection of contractual maintenance and repair work.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>304,690</b>	<b>0.7</b>
Eliminate painting and restoration of streetlight poles	-14,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	21,550	-0.1
<b>FY03 CE Recommended</b>	<b>312,240</b>	<b>0.6</b>

## Traffic Planning

This program provides for technical traffic engineering reviews, and safety input on road and traffic construction projects in the CIP; review of master plans, preliminary development plans, and road geometric standards from a pedestrian, bicycle, and traffic engineering and safety standpoint. The program also includes studies to identify small scale projects to improve the capacity and safety of intersections for all roadway users at spot locations throughout the County, the design of conceptual plans for such improvements, as well as the review of development plans and coordination of all such reviews within DPWT; review of traffic and pedestrian impact studies for the Local Area Review process; and development, review, approval, and monitoring of development-related transportation mitigation agreements.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>321,950</b>	<b>3.3</b>
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	19,020	-0.2
<b>FY03 CE Recommended</b>	<b>340,970</b>	<b>3.1</b>

## Traffic and Pedestrian Safety

This program provides for engineering studies to evaluate and address concerns about pedestrian and traffic safety, and parking issues on neighborhood streets, arterial, and major roadways. Data on speed, vehicular and pedestrian volumes, geometric conditions and collision records are collected and analyzed. Plans are developed to enhance neighborhood and school zone safety, maintain livable residential environments, and provide safe and efficient traffic flow as well as safe pedestrian access on arterial and major roads.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>250,300</b>	<b>4.5</b>
Add School Zone Safe Walking Route initiative. Multiyear program to evaluate school zones and assure maximum safety for student walkers.	50,000	0.0
Enhance crosswalk striping contract to increase the frequency of crosswalk re-striping.	50,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	20,110	-1.1
<b>FY03 CE Recommended</b>	<b>370,410</b>	<b>3.4</b>

## Traffic Sign & Marking

This program includes conducting engineering investigations of citizen complaints about traffic signs, street name signs, pavement markings (centerlines, lane lines, edge lines, crosswalks, raised pavement markers, etc.), and inadequate visibility at intersections. It also includes design, review, and field inspection of traffic control plans for CIP road projects and for permit work performed in rights-of-way. The program includes fabrication and/or purchase of signs; installation and maintenance of all traffic and pedestrian signs, and street name signs (including special advance street name signs); repair or replacement of damaged signs; installation and maintenance of all pavement markings; safety-related trimming of roadside foliage; and day-to-day management of the traffic materials and supplies inventory. This program is responsible for the issuance of permits for use of County roads and rights-of-way for special events such as parades, races, and block parties.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>1,611,410</b>	<b>19.0</b>
Reduce cost: increase lapse by delaying filling vacant positions.	-1,640	0.0
Correct workyears to accurately distribute work efforts between the General Fund and the Parking Lot Districts.	0	-1.7
Shift charges of personnel costs to CIP for Labor/FICA to conform to County policy.	-60,910	0.0
Reduce sign materials/sign replacements	-12,000	0.0
Reduce raised pavement markings	-25,000	0.0
Eliminate overtime for special events	-11,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-8,650	1.0
<b>FY03 CE Recommended</b>	<b>1,492,210</b>	<b>18.3</b>

## Traffic Signals & Advanced Transportation Mgmt. Syst.

This program includes the preparation and review of design plans for installation and modification of vehicular and pedestrian traffic signals and advanced transportation management systems; inspection and monitoring of active signal and system projects; investigation of citizen complaints about traffic signal timing; and provision of testimony for the County in court cases involving traffic signals. The adequacy of intersection pedestrian facilities is considered in the design and review of traffic signals. Where needed, operations of existing

signals and the design of new signals are revised to enhance pedestrian safety. It also includes the operations of the Transportation Management Center (TMC) and computerized traffic signal surveillance of traffic conditions on the road network. This program also provides for coordination of communications to respond to congestion-causing incidents and system malfunctions; construction, maintenance, and repair of all new traffic signals and flashers; signal modifications; and support for the Advanced Transportation Management Systems and Fibernet CIP projects.

### **FY03 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>2,164,590</b>	<b>15.8</b>
Shift charges of Personnel Costs to CIP for Labor/FICA to conform to County policy.	-41,760	0.0
Enhance red light camera enforcement with maintenance of the additional sites	11,250	0.0
Reduce signal parts/materials for repairs to traffic signals	-10,440	0.0
Reduce Tech Center vehicles used for transport of equipment and materials to field sites	-13,000	0.0
Reduce ATMS parts/materials related to repairs and maintenance of traffic devices.	-4,400	0.0
Elimination of one-time items approved in FY02 for red light site construction.	-260,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	322,560	0.8
<b>FY03 CE Recommended</b>	<b>2,168,800</b>	<b>16.6</b>

### **Trail Maintenance**

This program provides for some general maintenance activities of trails throughout the County, but limited to those trails within the inventory of Montgomery County government. Activities include, but are not limited to, resurfacing of the trail, mowing, clearing/grubbing, and tree maintenance. Grading for drainage control of the shoulders and the path itself is also included in this program. These maintenance activities are necessary for the safety of pedestrians.

### **FY03 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>50,000</b>	<b>0.0</b>
Eliminate Trail Maintenance Program	-50,000	0.0
<b>FY03 CE Recommended</b>	<b>0</b>	<b>0.0</b>

### **Transportation Community Outreach**

This program responds to community transportation concerns through Countywide community action groups, Renew Montgomery, and the Keep Montgomery County Beautiful (KMCB) program. The community action groups offer a results-oriented forum for citizens to bring their concerns to the attention of senior staff and provide updated status reports of those concerns. A significant component of transportation outreach is the coordination of Renew Montgomery, a neighborhood revitalization program. Through Renew Montgomery, staff conduct numerous meetings with the community and seek input on neighborhood infrastructure

issues. The KMCB program, which includes an Adopt-A-Road program, a beautification grants program, and annual beautification awards, actively involves citizens in helping to maintain the County as a clean and aesthetically appealing place to live. Outreach is also extended to citizens through informational meetings with municipalities.

### **FY03 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>165,080</b>	<b>1.0</b>
Eliminate one-time items in FY02	-17,000	0.0
Decrease cost due to personnel changes related to filling vacancy at lower cost	-50,327	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-8,863	0.0
<b>FY03 CE Recommended</b>	<b>88,890</b>	<b>1.0</b>

### **Transportation Construction**

This program provides overall construction administration and inspection of the Department's transportation CIP projects. This includes preparing and awarding construction contracts, monitoring construction expenditures and schedules, processing contract payments, providing construction inspection, and inspecting and testing materials used in capital projects. It measures and controls the quality of manufactured construction materials. This program also includes materials plant inspections and testing of materials for work performed by private developers under permit with the County.

### **FY03 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>445,440</b>	<b>2.4</b>
Decrease cost: correction/restatement: FY02 personnel adjustments	-50,990	0.0
Correction: workyear computation and distribution to CIP	0	1.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	33,720	0.0
<b>FY03 CE Recommended</b>	<b>428,170</b>	<b>3.6</b>

### **Transportation Design**

This program provides for the development of engineering construction plans and specifications for all transportation related projects in the County's CIP. This includes planning, surveying, designing, building, and maintaining roads, bridges, traffic improvements, pedestrian, bicycle and mass transit facilities, and storm drains; as well as the inventory, inspection, renovation, preservation and rehabilitation of existing bridges. All of these plans are environmentally sound and aesthetically pleasing and meet applicable local, State and Federal laws and regulations.

### **FY03 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY02 Approved</b>	<b>619,230</b>	<b>2.4</b>

Correction: workyear computation and distribution to CIP to appropriately reflect actual work efforts.	0	1.9
Decrease cost - correction/restatement: FY02 personnel adjustments to correctly reflect distribution between the General Fund and CIP.	-77,550	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	59,000	1.9
<b>FY03 CE Recommended</b>	<b>600,680</b>	<b>6.2</b>

## Transportation Policy

This program provides for the integration of all transportation plans, projects, and programs to ensure Department-wide coordination. Integration is a primary function of the Mobility Action Program (MAP), which provides a strategic planning framework for the identification and prioritization of transportation projects and programs for implementation at the County and State levels. This program also includes a liaison role and active participation with local and regional bodies such as M-NCPPC, the Metropolitan Washington Council of Governments (COG), the Transportation Planning Board (TPB), and the Maryland Department of Transportation. This includes active participation in the master planning process in order to advance transportation priorities. The development of transportation policy, legislation, and infrastructure financing proposals are included in this program, including administration of the Impact Tax Program and the Development Approval Payment program.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>554,740</b>	<b>6.5</b>
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	26,540	-1.0
<b>FY03 CE Recommended</b>	<b>581,280</b>	<b>5.5</b>

## Tree Maintenance

This program provides for tree services in the public rights-of-way. The program includes priority area-wide tree pruning to maintain healthy trees and to provide adequate road clearance and sign, signal, and streetlight visibility; tree removal as needed; stump removal; and funding of the gypsy moth program.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>1,968,270</b>	<b>15.5</b>
Reduce tree maintenance by 1,710 prunings	-150,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	144,900	0.0
<b>FY03 CE Recommended</b>	<b>1,963,170</b>	<b>15.5</b>

## Administration

This program provides overall direction and leadership for the department and divisions, including: policy and procedural guidance; strategic planning; response to citizen inquiries; financial management; personnel management; preparation and monitoring of operating and capital budgets and contracts; training; and clerical support for all programs. In addition, administration staff coordinate the departmental review of proposed legislation in Annapolis; provide a liaison between the County and WMATA; and manage the placement of art in public facilities.

### FY03 Recommended Changes

	Expenditures	WYs
<b>FY02 Approved</b>	<b>3,534,710</b>	<b>29.7</b>
Annualization of positions approved in FY02	13,560	0.2
Correct workyears to accurately distribute work efforts between the General Fund and the Parking Lot Districts	0	0.5
Decrease cost correction/restatement: FY02 personnel adjustments	-17,100	0.0
Correction of workyear computation and distribution to CIP	0	0.4
Eliminate one-time items in FY02	-50,000	0.0
Add Pedestrian Safety - public outreach/education	50,000	0.0
Add Pedestrian Safety crash data (access study)	50,000	0.0
Reduce automation	-28,000	0.0
Reduce administrative support	-38,320	-0.7
Increase cost - Motor pool charges due to increased rates	123,520	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	272,160	-0.4
<b>FY03 CE Recommended</b>	<b>3,910,530</b>	<b>29.7</b>

In FY02, the Administration Program in the Director's Office took on the coordination of the Pedestrian Safety function for the Department. A Pedestrian Safety Planning Manager, as well as operational funds to facilitate public outreach and education support this initiative. The position and functions continue in FY03.

## BUDGET SUMMARY

	Actual FY01	Budget FY02	Estimated FY02	Recommended FY03	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	20,557,176	21,702,110	19,465,480	23,207,240	6.9%
Employee Benefits	5,451,340	5,624,010	6,235,330	6,291,490	11.9%
<b>County General Fund Personnel Costs</b>	<b>26,008,516</b>	<b>27,326,120</b>	<b>25,700,810</b>	<b>29,498,730</b>	<b>8.0%</b>
Operating Expenses	32,482,958	26,188,720	28,849,370	26,532,890	1.3%
Capital Outlay	51,231	0	0	52,160	—
<b>County General Fund Expenditures</b>	<b>58,542,705</b>	<b>53,514,840</b>	<b>54,550,180</b>	<b>56,083,780</b>	<b>4.8%</b>
<b>PERSONNEL</b>					
Full-Time	644	647	647	655	1.2%
Part-Time	21	19	19	19	—
Workyears	483.6	483.7	483.7	482.4	-0.3%
<b>REVENUES</b>					
Highway User State Aid	30,987,187	31,480,000	31,080,000	31,700,000	0.7%
Residential Parking Permits	80,855	238,700	152,000	155,000	-35.1%
Maintenance of Traffic Signals	622,234	600,000	623,700	623,700	4.0%
Rental Property Income	4,036,738	3,960,000	3,960,000	3,900,000	-1.5%
Grey Courthouse: Maintenance	539,000	484,000	484,000	484,000	—
Utility Rebates - Energy Project	54,516	0	0	0	—
Rockville Visitor Parking	137,446	140,000	135,000	135,000	-3.6%
<b>County General Fund Revenues</b>	<b>36,457,976</b>	<b>36,902,700</b>	<b>36,434,700</b>	<b>36,997,700</b>	<b>0.3%</b>
<b>BRADLEY NOISE ABATEMENT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Bradley Noise Abatement Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Bradley Noise Abatement Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	0.0	0.0	0.0	0.0	—
<b>REVENUES</b>					
Property Tax	37,411	34,390	34,390	35,020	1.8%
Investment Income	2,340	760	350	390	-48.7%
<b>Bradley Noise Abatement Revenues</b>	<b>39,751</b>	<b>35,150</b>	<b>34,740</b>	<b>35,410</b>	<b>0.7%</b>
<b>CABIN JOHN NOISE ABATEMENT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Cabin John Noise Abatement Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Cabin John Noise Abatement Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	0.0	0.0	0.0	0.0	—
<b>REVENUES</b>					
Property Tax	8,057	9,130	9,130	9,310	2.0%
Investment Income	866	360	130	120	-66.7%
<b>Cabin John Noise Abatement Revenues</b>	<b>8,923</b>	<b>9,490</b>	<b>9,260</b>	<b>9,430</b>	<b>-0.6%</b>
<b>PRINTING AND MAIL INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,075,742	1,100,520	1,338,920	1,141,450	3.7%
Employee Benefits	291,002	307,300	276,940	370,870	20.7%
<b>Printing and Mail Internal Service Fund Personnel Costs</b>	<b>1,366,744</b>	<b>1,407,820</b>	<b>1,615,860</b>	<b>1,512,320</b>	<b>7.4%</b>



	Actual FY01	Budget FY02	Estimated FY02	Recommended FY03	% Chg Bud/Rec
Operating Expenses	2,411,758	2,155,560	2,975,300	2,172,940	0.8%
Capital Outlay	67,936	0	0	0	—
<b>Printing and Mail Internal Service Fund Expenditures</b>	<b>3,846,438</b>	<b>3,563,380</b>	<b>4,591,160</b>	<b>3,685,260</b>	<b>3.4%</b>
<b>PERSONNEL</b>					
Full-Time	27	26	26	26	—
Part-Time	1	1	1	1	—
Workyears	27.4	26.4	26.4	26.4	—
<b>REVENUES</b>					
Mail Revenues	1,894,050	1,778,680	2,811,870	1,778,680	—
Print Revenues	2,122,005	1,784,700	2,199,290	1,784,700	—
Investment Income	73,436	27,450	26,500	27,450	—
<b>Printing and Mail Internal Service Fund Revenues</b>	<b>4,089,491</b>	<b>3,590,830</b>	<b>5,037,660</b>	<b>3,590,830</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
Total Expenditures	62,389,143	57,078,220	59,141,340	59,769,040	4.7%
Total Full-Time Positions	671	673	673	681	1.2%
Total Part-Time Positions	22	20	20	20	—
Total Workyears	511.0	510.1	510.1	508.8	-0.3%
Total Revenues	40,596,141	40,538,170	41,516,360	40,633,370	0.2%

## FUTURE FISCAL IMPACTS

Title	CE REC. FY03	FY04	FY05	(5000's) FY06	FY07	FY08
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY03 CE Recommended</b>	<b>56,084</b>	<b>56,084</b>	<b>56,084</b>	<b>56,084</b>	<b>56,084</b>	<b>56,084</b>
No inflation or compensation change is included in outyear projections.						
<b>Advanced Transportation Management System</b>	<b>0</b>	<b>103</b>	<b>128</b>	<b>206</b>	<b>231</b>	<b>309</b>
Operating budget impact from Capital Improvement Program						
<b>Annualization of Positions Approved in FY03</b>	<b>0</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>
New positions in the FY03 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Approved in FY03</b>	<b>0</b>	<b>-240</b>	<b>-240</b>	<b>-240</b>	<b>-240</b>	<b>-240</b>
Items recommended for one-time funding in FY03, including Ped Safety Crash Data (\$50,000), and waterproofing 401 Hungerford Drive (\$190,000), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>2,133</b>	<b>2,165</b>	<b>2,165</b>	<b>2,165</b>	<b>2,165</b>
These figures represent the annualization of FY03 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY03 and beyond.						
<b>Lease Savings from Multi-agency Use of Silver Spring Fire Station Site</b>	<b>0</b>	<b>0</b>	<b>-214</b>	<b>-214</b>	<b>-214</b>	<b>-214</b>
Operating budget reductions from lease savings associated with the co-location and multi-agency use of the Silver Spring Fire Station 1 Replacement site.						
<b>Maintenance Increases for Facilities and Services</b>	<b>0</b>	<b>342</b>	<b>353</b>	<b>615</b>	<b>810</b>	<b>804</b>
Operating budget impact for maintenance from Capital Improvement Program for Libraries, County offices, and other government buildings supported by the General Fund.						
<b>Maintenance Increases for Highway Services</b>	<b>0</b>	<b>57</b>	<b>73</b>	<b>78</b>	<b>96</b>	<b>101</b>
Operating budget impacts from the Capital Improvements Program for roads, bridges, and other maintenance for the Division of Highway Services.						
<b>Silver Spring Civic Building</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>159</b>	<b>159</b>	<b>159</b>
Operating budget impact from Capital Improvement Program.						
<b>Traffic Signals</b>	<b>0</b>	<b>-9</b>	<b>-40</b>	<b>-18</b>	<b>-49</b>	<b>-27</b>
Operating budget impact from Capital Improvement Program.						
<b>Subtotal Expenditures</b>	<b>56,084</b>	<b>58,508</b>	<b>58,426</b>	<b>58,873</b>	<b>59,080</b>	<b>59,179</b>
<b>PRINTING AND MAIL INTERNAL SERVICE FUND</b>						
<b>Expenditures</b>						
<b>FY03 CE Recommended</b>	<b>3,685</b>	<b>3,685</b>	<b>3,685</b>	<b>3,685</b>	<b>3,685</b>	<b>3,685</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>72</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>
These figures represent the annualization of FY03 increments, general wage adjustments, and associated benefits. Estimated						

Title	CE REC.	(5000's)				
	FY03	FY04	FY05	FY06	FY07	FY08
compensation (e.g., general wage adjustment and service increments) for personnel are included for FY03 and beyond.						
<b>Subtotal Expenditures</b>	<b>3,685</b>	<b>3,757</b>	<b>3,758</b>	<b>3,758</b>	<b>3,758</b>	<b>3,758</b>

FY03-08 PUBLIC SERVICES PROGRAM: FISCAL PLAN					PRINT & MAIL				
FISCAL PROJECTIONS	FY01 Actuals	FY02 Approved	FY02 EST 2nd QA	FY03 REC	FY04 PROJECTION	FY05 PROJECTION	FY06 PROJECTION	FY07 PROJECTION	FY08 PROJECTION
<b>ASSUMPTIONS</b>									
CPI (Fiscal Year)	2.7%	2.5%	2.5%	2.5%	2.5%	2.6%	2.6%	2.6%	2.5%
<b>BEGINNING FUND EQUITY</b>	<b>1,431,727</b>	<b>787,390</b>	<b>1,638,490</b>	<b>504,970</b>	<b>524,860</b>	<b>551,780</b>	<b>580,080</b>	<b>609,830</b>	<b>641,110</b>
<b>REVENUES</b>									
Charges For Services	4,016,055	3,563,380	4,711,160	3,893,380	3,756,800	3,757,880	3,757,880	3,757,880	3,757,880
Miscellaneous	73,436	27,450	30,000	40,000	26,920	28,300	29,750	31,280	32,880
<b>Subtotal Revenues</b>	<b>4,089,491</b>	<b>3,590,830</b>	<b>4,741,160</b>	<b>3,933,380</b>	<b>3,783,720</b>	<b>3,786,180</b>	<b>3,787,630</b>	<b>3,789,160</b>	<b>3,790,760</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>0</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES</b>	<b>3,321,218</b>	<b>3,878,220</b>	<b>3,879,650</b>	<b>4,438,350</b>	<b>4,308,580</b>	<b>4,337,960</b>	<b>4,367,710</b>	<b>4,398,990</b>	<b>4,431,870</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>									
Operating Budget	(3,882,729)	(3,563,380)	(4,591,160)	(3,685,260)	(3,685,260)	(3,685,260)	(3,685,260)	(3,685,260)	(3,685,260)
Labor Contracts	0	0	0	0	(71,540)	(72,620)	(72,620)	(72,620)	(72,620)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(3,882,729)</b>	<b>(3,563,380)</b>	<b>(4,591,160)</b>	<b>(3,685,260)</b>	<b>(3,756,800)</b>	<b>(3,757,880)</b>	<b>(3,757,880)</b>	<b>(3,757,880)</b>	<b>(3,757,880)</b>
<b>OTHER CLAIMS ON FUND EQUITY</b>	<b>0</b>	<b>0</b>	<b>(783,320)</b>	<b>(228,230)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(3,882,729)</b>	<b>(3,563,380)</b>	<b>(5,374,480)</b>	<b>(3,913,490)</b>	<b>(3,756,800)</b>	<b>(3,757,880)</b>	<b>(3,757,880)</b>	<b>(3,757,880)</b>	<b>(3,757,880)</b>
<b>YEAR END FUND EQUITY</b>	<b>1,638,489</b>	<b>314,840</b>	<b>504,970</b>	<b>524,860</b>	<b>551,780</b>	<b>580,080</b>	<b>609,830</b>	<b>641,110</b>	<b>673,990</b>
<b>END-OF-YEAR FUND EQUITY AS A PERCENT OF RESOURCES</b>	<b>29.7%</b>	<b>8.1%</b>	<b>8.6%</b>	<b>11.8%</b>	<b>12.8%</b>	<b>13.4%</b>	<b>14.0%</b>	<b>14.6%</b>	<b>15.2%</b>
Assumptions: 1. Resources are projected on a cost recovery basis to offset expenditures. 2. Includes equipment scheduled for purchase in FY02 and FY03									

FY03-08 PUBLIC SERVICES PROGRAM: FISCAL PLAN				BRADLEY NOISE ABATEMENT DISTRICT				
FISCAL PROJECTIONS	FY02 APPROVED	FY02 ESTIMATE	FY03 REC/APP	FY04 PROJECTION	FY05 PROJECTION	FY06 PROJECTION	FY07 PROJECTION	FY08 PROJECTION
<b>ASSUMPTIONS</b>								
Property Tax Rate: Real Property	0.160	0.160	0.160	0.155	0.150	0.140	0.140	0.125
Assessable Base: Real Property (000)	21,600	21,600	22,000	22,400	22,800	23,300	23,800	24,300
Property Tax Collection Factor: Real Property	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
Property Tax Rate: Personal Property	0.400	0.400	0.400	0.400	0.400	0.400	0.400	0.400
Assessable Base: Personal Property (000)	-	-	-	-	-	-	-	-
Property Tax Collection Factor: Personal Property	94.5%	94.5%	94.5%	94.5%	94.5%	94.5%	94.5%	94.5%
Indirect Cost Rate	17.95%	17.95%	15.74%	15.74%	15.74%	15.74%	15.74%	15.74%
CPI (Fiscal Year)	2.7%	2.5%	2.5%	2.5%	2.6%	2.6%	2.6%	2.5%
<b>BEGINNING FUND BALANCE</b>	<b>12,190</b>	<b>13,910</b>	<b>11,150</b>	<b>10,250</b>	<b>10,060</b>	<b>10,600</b>	<b>10,880</b>	<b>13,140</b>
<b>REVENUES</b>								
Taxes	34,390	34,390	35,020	34,550	34,030	32,460	33,150	30,220
Miscellaneous - Investment Income	760	350	390	370	400	460	490	630
<b>Subtotal Revenues</b>	<b>35,150</b>	<b>34,740</b>	<b>35,410</b>	<b>34,920</b>	<b>34,430</b>	<b>32,920</b>	<b>33,640</b>	<b>30,850</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(37,500)</b>	<b>(37,500)</b>	<b>(36,310)</b>	<b>(35,110)</b>	<b>(33,890)</b>	<b>(32,640)</b>	<b>(31,380)</b>	<b>(30,110)</b>
<b>TOTAL RESOURCES</b>	<b>9,840</b>	<b>11,150</b>	<b>10,250</b>	<b>10,060</b>	<b>10,600</b>	<b>10,880</b>	<b>13,140</b>	<b>13,880</b>
<b>YEAR END FUND BALANCE</b>	<b>9,840</b>	<b>11,150</b>	<b>10,250</b>	<b>10,060</b>	<b>10,600</b>	<b>10,880</b>	<b>13,140</b>	<b>13,880</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Assumptions:</b> 1. Tax rates are adjusted to ensure adequate revenues are collected to cover the debt service obligation.								

FY03-08 PUBLIC SERVICES PROGRAM: FISCAL PLAN				CABIN JOHN NOISE ABATEMENT DISTRICT				
FISCAL PROJECTIONS	FY02 APPROVED	FY02 ESTIMATE	FY03 REC/APP	FY04 PROJECTION	FY05 PROJECTION	FY06 PROJECTION	FY07 PROJECTION	FY08 PROJECTION
<b>ASSUMPTIONS</b>								
Property Tax Rate: Real Property	0.180	0.180	0.180	0.180	0.175	0.170	0.170	0.160
Assessable Base: Real Property (000)	5,100	5,100	5,200	5,300	5,400	5,500	5,600	5,700
Property Tax Collection Factor: Real Property	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
Property Tax Rate: Personal Property	0.450	0.450	0.450	0.450	0.450	0.450	0.450	0.450
Assessable Base: Personal Property (000)	-	-	-	-	-	-	-	-
Property Tax Collection Factor: Personal Property	94.5%	94.5%	94.5%	94.5%	94.5%	94.5%	94.5%	94.5%
Indirect Cost Rate	17.95%	17.95%	15.74%	15.74%	15.74%	15.74%	15.74%	15.74%
CPI (Fiscal Year)	2.7%	2.5%	2.5%	2.5%	2.6%	2.6%	2.6%	2.5%
<b>BEGINNING FUND BALANCE</b>	<b>4,810</b>	<b>5,300</b>	<b>3,440</b>	<b>2,100</b>	<b>1,260</b>	<b>670</b>	<b>320</b>	<b>500</b>
<b>REVENUES</b>								
Taxes	9,130	9,130	9,310	9,490	9,400	9,300	9,470	9,070
Miscellaneous - Investment Income	360	130	120	80	60	30	20	30
<b>Subtotal Revenues</b>	<b>9,490</b>	<b>9,260</b>	<b>9,430</b>	<b>9,570</b>	<b>9,460</b>	<b>9,330</b>	<b>9,490</b>	<b>9,100</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(11,120)</b>	<b>(11,120)</b>	<b>(10,770)</b>	<b>(10,410)</b>	<b>(10,050)</b>	<b>(9,680)</b>	<b>(9,310)</b>	<b>(8,940)</b>
<b>TOTAL RESOURCES</b>	<b>3,180</b>	<b>3,440</b>	<b>2,100</b>	<b>1,260</b>	<b>670</b>	<b>320</b>	<b>500</b>	<b>660</b>
<b>YEAR END FUND BALANCE</b>	<b>3,180</b>	<b>3,440</b>	<b>2,100</b>	<b>1,260</b>	<b>670</b>	<b>320</b>	<b>500</b>	<b>660</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Assumptions:</b> 1. Tax rates are adjusted to ensure adequate revenues are collected to cover the debt service obligation.								

# PUBLIC WORKS AND TRANSPORTATION

## Engineering Services

**PROGRAM:**

Transportation Design, Property Acquisition, and Transportation Construction

**PROGRAM ELEMENT:**

Project Management

**PROGRAM MISSION:**

To ensure efficient and timely design, property acquisition, and construction of high-quality Capital Improvements Program (CIP) transportation projects that meet project objectives

**COMMUNITY OUTCOMES SUPPORTED:**

- Safe, environmentally sensitive transportation network
- Timely, economical transportation facilities

**PROGRAM MEASURES**

FY99    FY00    FY01    FY02    FY03  
ACTUAL   ACTUAL   ACTUAL   BUDGET   CE REC

**Outcomes/Results:**
**Service Quality:**

Percentage of customers satisfied with product <sup>a</sup>	98.7	97.3	73.6	95	95
Number of projects completed within 3 months of budgeted schedule	29	30	28	35	44
Percentage of projects completed within 3 months of budgeted schedule	85	64	62	85	81

**Efficiency:**

Transportation program implementation rate (%) <sup>b</sup>	74	51	68	85	86
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**Workload/Outputs:**

Number of projects monitored	30	47	45	45	54
Number of projects completed	36	17	42	43	14
Number of property acquisition option contracts	470	84	49	90	97

**Inputs:**

Actual expenditures (\$000)	23,915	13,445	21,456	38,250	38,500
Budgeted expenditures (\$000)	32,344	26,282	31,490	45,000	45,000

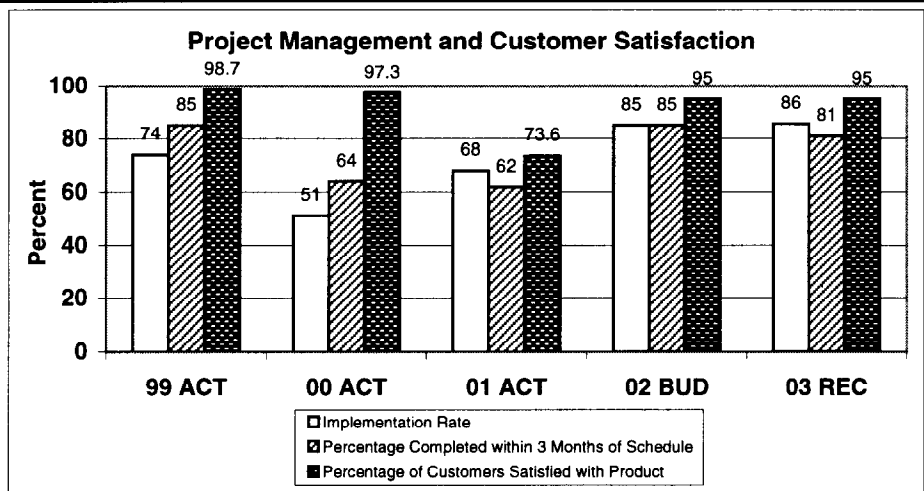
**Notes:**

<sup>a</sup>From customer surveys.

<sup>b</sup>Ratio of actual expenditures to budgeted expenditures in the first year of the CIP (the goal is 85%).

**EXPLANATION:**

This chart juxtaposes the overall implementation rate for CIP projects, the percentage of projects completed within 3 months of their budgeted schedule, and the percentage of customers satisfied with the Division's efforts. The Division of Engineering Services has consistently surpassed its "within 3-month" target but lags behind its 85% targeted overall implementation rate.



**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Procurement, County Attorney, Department of Permitting Services, Maryland State Highway Administration, Maryland Department of the Environment, Council of Governments, Maryland-National Capital Park and Planning Commission.

**MAJOR RELATED PLANS AND GUIDELINES:** CIP, County Code, Procurement Regulations.

# PUBLIC WORKS AND TRANSPORTATION

## Facilities and Services

**PROGRAM:**

Facility Maintenance and Operation

**PROGRAM ELEMENT:**

Housekeeping

**PROGRAM MISSION:**

To provide timely and efficient housekeeping services in County facilities in order to ensure clean and functional facilities for employees and the public

**COMMUNITY OUTCOMES SUPPORTED:**

- Clean, safe, functional County facilities

**PROGRAM MEASURES**

	FY99 ACTUAL	FY00 ACTUAL	FY01 ACTUAL	FY02 BUDGET	FY03 CE REC
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**Outcomes/Results:**
**Service Quality:**

Percentage of customers rating housekeeping as excellent <sup>a</sup>	80	80	82	60	60
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**Efficiency:**

Cost per square foot (\$)	1.07	1.08	1.10	0.97	0.97
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**Workload/Outputs:**

Square feet cleaned (000)	2,239	2,243	2,296	2,375	2,474
Number of County buildings cleaned	105	107	111	117	122

**Inputs:**

Personnel and contract costs (\$000)	2,396	2,430	2,517	2,315	2,397
Workyears <sup>b</sup>	21	21	21	21	21

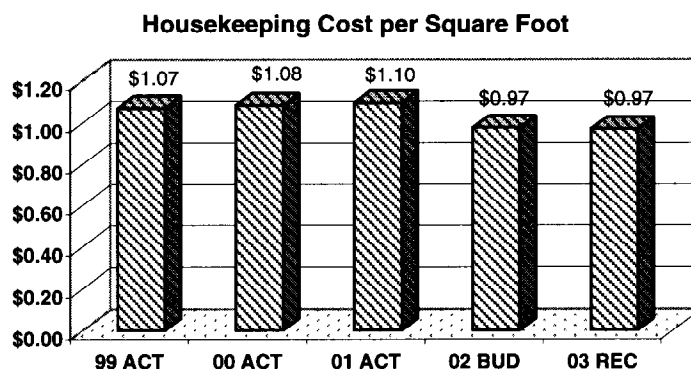
**Notes:**

<sup>a</sup>Customer satisfaction is derived from the results of occupant surveys conducted as part of the Division of Facilities and Services Facility Assessment Program. Occupants assess the quality of County facilities by separately rating 14 parameters on a scale from 0 to 4. The parameters used to assess housekeeping are restrooms and cleaning.

<sup>b</sup>County staff only; excludes contract personnel.

**EXPLANATION:**

The County's FY03 budget for housekeeping services calls for spending \$.97 per square foot. The industry standard (IFMA) is \$1.16 per square foot, a difference of \$.19 per square foot. The reduced level of support vs. FY01 is expected to have an adverse impact on Housekeeping's ability to keep the facilities in acceptable condition.



**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Division of Facilities and Services  
Facilities Advisory Panel.

**MAJOR RELATED PLANS AND GUIDELINES:** International Facility Management Association (IFMA) standards.

# PUBLIC WORKS AND TRANSPORTATION

## Highway Services

**PROGRAM:**  
Resurfacing

**PROGRAM ELEMENT:**  
Residential Slurry Seal

**PROGRAM MISSION:**

To resurface the County's residential roads on a seven year cycle to assure an aesthetically pleasing, adequately maintained, functional roadway surface

**COMMUNITY OUTCOMES SUPPORTED:**

- Enhance the quality of life in County neighborhoods
- Provide a level of maintenance in the right-of-way that results in residents being proud and comfortable
- Maintain the safe and effective movement of people and goods in residential neighborhoods

**PROGRAM MEASURES**

	FY99 ACTUAL	FY00 ACTUAL	FY01 ACTUAL	FY02 BUDGET	FY03 CE REC
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**Outcomes/Results:**

Percentage of residential roads needing resurfacing that were resurfaced (assuming a 7-year cycle)	77	79	76	64	42
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**Service Quality:**

Effective resurfacing cycle (years) <sup>a</sup>	9.1	8.8	9.2	11.0	16.9
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**Efficiency:**

Average cost per lane-mile resurfaced (\$)	4,483	5,706	5,115	5,109	5,230
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**Workload/Outputs:**

Lane miles resurfaced	300	309	296	248	162
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**Inputs:**

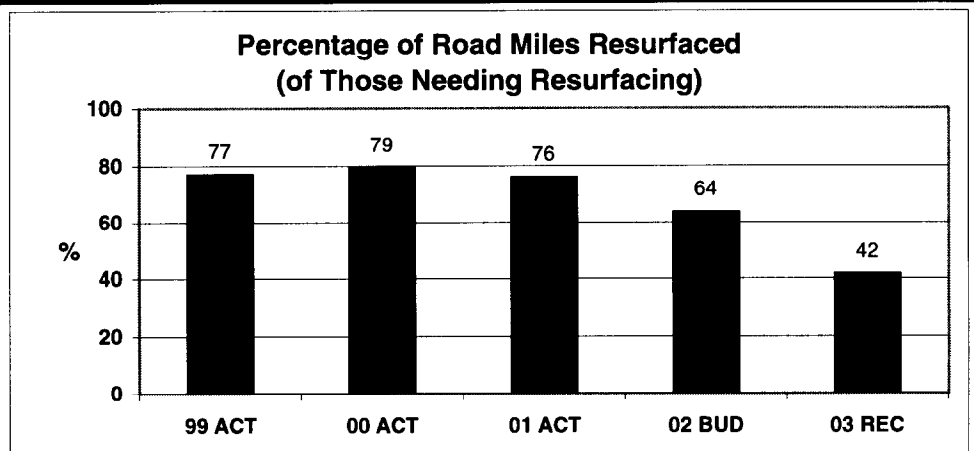
Expenditures (\$000)	1,345	1,763	1,514	1,267	847
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**Notes:**

<sup>a</sup>The number of years that would be needed to resurface all residential streets if resurfacing continued at the same pace for the given year.

**EXPLANATION:**

About 2,730 lane-miles of residential roads need periodic resurfacing. The industry standard of a seven-year resurfacing cycle implies that the County must resurface about 390 lane-miles of residential streets each year to stay current.



**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Resurfacing contractors.

**MAJOR RELATED PLANS AND GUIDELINES:** Industry Standard: Infrastructure Management Services Report of the Slurry Institute.

# PUBLIC WORKS AND TRANSPORTATION

## Traffic and Parking Services

**PROGRAM:**

Streetlighting

**PROGRAM ELEMENT:**

Streetlight Maintenance

**PROGRAM MISSION:**

To repair outages and malfunctions of County-owned streetlights in a timely manner in order to provide a safe, convenient night-time travelling environment for motorists, bicyclists, and pedestrians

**COMMUNITY OUTCOMES SUPPORTED:**

- Safe citizens, businesses, and communities
- Prevention and reduction of crime
- Safe and convenient night-time use of streets and walkways by motorists, bicyclists, and pedestrians
- Responsive government

**PROGRAM MEASURES**

FY99 ACTUAL	FY00 ACTUAL	FY01 ACTUAL	FY02 BUDGET	FY03 CE REC
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**Outcomes/Results:**
**Service Quality:**

Average number of days to repair a streetlight <sup>a</sup>	7	8	5	3	3
Complaints per 1,000 residents	0.44	0.41	0.47	0.46	0.46

**Efficiency:**

Average cost to repair a streetlight outage (\$)	76.04	87.11	82.51	84.25	80.50
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**Workload/Outputs:**

Number of County-owned streetlights	20,100	20,800	21,000	21,500	22,000
Outages responded to	3,669	3,490	3,987	4,000	4,000

**Inputs:**

Expenditures (\$000) <sup>b</sup>	279	304	329	337	322
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**Notes:**

<sup>a</sup>Measured from the time when the County is first notified of the outage.

<sup>b</sup>Outage repair contract costs only (excludes pole painting and a small amount of County staff time necessary to monitor the contracts).

**EXPLANATION:**

About 40% of the streetlights in Montgomery County are owned by the County; the remainder are owned by PEPCO, BG&E, and Allegheny Power. The number of County-owned streetlights increases with the growth in the County's network of roads as new lights are installed by developers and by the County. The increase has averaged about 2.5% per year and is expected to continue indefinitely. A recent initiative to inventory and map the location of all County-owned streetlights and ongoing efforts to number each streetlight pole for easier identification by citizens have helped improve service responsiveness in connection with this program.

As a preventive maintenance strategy, County-owned streetlights are re-lamped on a five-year cycle. Lamps which burn out before their scheduled replacement must be repaired at the contractor's expense. The average number of days to repair streetlight outages increased in FY99 because of problems with maintenance contractor performance. Costs increased in FY00 due to the award of a new contract at significantly higher unit costs. Efforts are continuing to achieve improved contractor compliance with contract requirements for the timeliness of outage repairs.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** PEPCO, Allegheny Power, Baltimore Gas & Electric, County streetlight maintenance contractor, Police.

**MAJOR RELATED PLANS AND GUIDELINES:**